

TOP SECRET

9 DEC 1963

COR-2293

MEMORANDUM FOR: Deputy Director (Science & Technology)

FROM : [REDACTED] - Agency Contract  
Representative in General Greer's Office,  
Los Angeles

SUBJECT : Report by [REDACTED] Covering  
CIA/AF Relationship in General Greer's  
Office

1. There are two basic attitudes in Los Angeles which I think represent the Air Force concept of CIA/AF relations. Colonel Berg, General Greer's Deputy, feels that the Agency's responsibility in satellite reconnaissance should be limited to establishment of requirements and thereafter to the processing and interpretation of photography. He considers that R&D, technical direction, launch, operation and control of the payload should be Air Force responsibilities. An exception to this is AF willingness to have the Agency do "black" contracting and be responsible for security, notwithstanding that General Greer has a large contract organization now doing "black" contracting [REDACTED]

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[REDACTED] I believe Colonel Berg generally reflects the attitude of General Greer and his Staff on this subject. Colonel Berg has expressed the foregoing attitude on several occasions.

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2. The other very basic attitude has been evidenced in General Greer's reluctance to undertake open control of the M and J Program (162 Program). There have been several instances when it was apparent that he wished to avoid a head-on collision with the Agency. This is reflected in a recent conversation (Monday, December 2) in which Colonel Berg asked who had the contracts for the recovery buckets furnished by General Electric. I told him these were Agency (Headquarters) contracts. Because of the failure of the recovery bucket on the last M mission he stated that some action would have to be taken with GE. He felt, however, that General Greer could not take direct and open action with GE without incurring adverse response from the Agency on the premise that contract responsibility rested with the Agency in Washington.

NRO review(s) completed.

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3. Notwithstanding the foregoing, both [redacted] (the Agency Security representative) and I have witnessed a positive trend towards consolidation of total AF management and technical control of the satellite programs. This definitely appeared when Colonel Lee Battle was reassigned and his responsibilities as Director, Program 162, were undertaken by Colonel Roy Worthington. Colonel Worthington is more responsive to General Greer than Colonel Battle was, and is most certainly carrying out the General's orders involving investigations of Itek and Lockheed. Recently, Air Force teams under Colonel Worthington have "wire-brushed" these two contractors, reporting what they consider to be serious deficiencies in the contractors' management and technical direction of the M and J Programs. These teams have insisted that very substantial management changes be made (at least in the case of Lockheed) involving extensive reorganization and thereafter formalization and documentation of test procedures, quality assurance and engineering. These requirements are now being imposed upon the contractor and will most certainly increase the cost of the Program. I am not technically qualified to state whether all of the recommended changes are required, but it would appear that the investigations have been stringent and rigorous.

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4. Another indication of extension of control is the proposed cancellation of the 162 Program [redacted]

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[redacted] organization for the 162 Program and would bring the actual management of the Program directly under General Greer. It must be admitted, however, that the Discoverer Series (162) has probably outlived its usefulness [redacted] and the proposal is in order from a security standpoint. It does, however, lend itself to the trend towards total control by General Greer.

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5. The trend towards AF consolidation of management control can be summarized in the following basic areas: (1) Technical, (2) Contracts, (3) Budget and (4) Reorientation of black payload contractors toward Los Angeles.

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6. I have already mentioned the direction of trend in the technical area. In contracts, it is apparent that General Greer, and particularly Colonel Worthington, would like to see all of the black payload contracts consolidated under my direction in Los Angeles. If it were possible to maintain Agency identity, policies and practices in the procurement area, I believe the consolidation would be a move towards efficiency. However, with technical direction under General Greer's control it is quite apparent that the contract functions would become a mere service to General Greer and his Staff over a period of time. Unless the Agency has strong and positive technical control, I do not believe that we can maintain Agency contract integrity.

7. In the budget area [ ] has already directed that the budget for satellite payloads be consolidated under General Greer. As a result, even on contracts administered by Headquarters, it is necessary for me to develop cost information by constant communication with Messrs. [ ] in the Agency. When I receive this data, I relay it to the General's budget officer after which it becomes the single budget submission to NRO. Obviously, as time goes on the General will be able to exercise greater control through the budget.

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8. The fourth trend is that involving Air Force effort to orient black payload contractors towards Los Angeles by forcing them to recognize that General Greer is now making the decisions which formerly came from the Agency. The investigations which have been conducted at Itek and Lockheed have resulted in these contractors looking to General Greer as the point of control. If more technical direction is exercised by Greer and if contracts are consolidated in Los Angeles along with the budget, it is certain that all black payload contractors will be completely oriented in that direction, unwillingly.

9. In my discussion with you I mentioned that General Greer functions as a direct representative of the Secretary of the Air Force in an organization called SAFSP (Secretary of the Air Force Special Projects). He is not in the chain of command from SSD through Air Force Systems Command to General Schriever. In fact, the security and black procedures

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used by the General and his Staff to accomplish their job are an effective means of keeping the rest of the Air Force out of the satellite reconnaissance business. SAFSP exercises its special standing with the Secretary of the Air Force to secure priority treatment and special attention in many, many areas. If it were not for this, General Greer's organization would be bogged down with routine military regulations. Each of General Greer's Program Directors, for example, Colonel Worthington and Colonel King [ ] have complete responsibility for managing the development, test and launch of their payloads. [ ]

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10. In conclusion, I would like to mention the very cordial relationship which [ ] and I have experienced on General Greer's Staff. We have received excellent co-operation, have attended all his daily staff meetings and have constant access to his office and to his Deputy's office. We have worked extensively with all his Program Directors without any problems. General Greer and Colonel Berg are extremely capable people, as are most of his Staff. It has been said that the General has gathered on his Staff the best Air Force talent available in the reconnaissance and optics business. The General is a very easy-going, informal person with a strong understandable dedication to the military. He is a "West Pointer" and well-known in the field of reconnaissance and mathematics. He has certainly treated [ ] and me with every consideration. I firmly believe that whatever action is undertaken by the General or his Staff will, in their opinion, be in the best interests of the Air Force and the Country. They feel they have the necessary capability, facilities and talent to manage, and certainly to technically direct, the satellite program. Their actions are consistent with military philosophy which is essentially to exercise complete management control when assigned the responsibility for a particular program.

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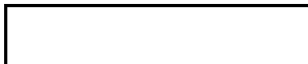
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11. Finally, there is need for very early action by the Agency to reverse the direction of technical and management control noted in the foregoing paragraphs. I firmly believe that within a matter of one or two weeks the transfer of control of the program to the Air Force will be irreversible. I can see no purpose in the Agency having a Contracting Officer on General Greer's Staff if this takes place.



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OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	[Redacted]			[Signature]	
2					
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5	[Redacted]				
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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: [Redacted] <i>Historical info you might wish to scan. In Dec 1963 Bud Wheelon asked me to reduce to writing comments I passed to him during one of my TDY trips to Hdqrs from my West Coast office. [Redacted] who is now writing the OSA history, will include this memo in her paper.</i>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
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